

## Purpose of the Strategic Plan

The initiation of the Board of Public Utilities (BPU) Strategic Planning process is in recognition of the need for performance measures or targets upon which the BPU staff may rely to guide the agency in view of the changing regulatory paradigms associated with BPU regulated entities. The Strategic Plan establishes goals and objectives for the agency and its staff to pursue over the next four years or more. It is intended to move the agency from a predominantly reactive public policy making entity that simply reacts to utility petitions and pressures brought by governmental bodies, to a more proactive public policy making body focused on results-based management. The current tendency of the agency in its decision making process is on short-term planning, not the longer range strategic planning and goal-setting capability that is critical in today's new regulatory environment.

The Strategic Plan is being devised to focus contemporary agency discussion and debate, and is intended as a "living" document subject to attenuation and re-attenuation with the ability to adapt or change targets and/or strategies quickly as the operating environment changes. An Action Plan of the agency, presently being developed, will succinctly define for each objective the metric used to measure the performance related to the objective, the target where we want the desired objective to reach with well defined strategies and a measurement protocol that will provide a basis for monitoring and periodic adjustments in the strategic direction to keep the agency on track. Our efforts herein neither establish new binding requirements on regulated entities nor expand the scope of statutory authority conferred on the agency. While the Strategic Plan discusses various performance metrics, there is no intention herein to bypass the Administrative Procedures Act and other due process requirements imposed on the BPU. Any new requirements that may be necessary to achieve the desired objectives from the Strategic Plan will by necessity be subject to the long-established BPU procedures for rule-makings and adjudications, as applicable. It is our hope that the Strategic Plan and Action Plan will provide a framework for carrying out strategic thinking, direction and action leading to the achievement of dependable and planned results consistent with the mission of the agency.